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**13. ABSTRACT** *(Maximum 200 words)*

This document describes the Directorate of Quality Assurance strategy for implementing TQM. It includes information concerning TQM concepts, methodology for implementation, goals and execution. The primary goal of the DLA-Q implementation strategy is to focus on doing the job right the first time, on time, every time, and continually improving the way we do that job.

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DEFENSE LOGISTICS AGENCY

DIRECTORATE
OF
QUALITY
ASSURANCE

TOTAL QUALITY MANAGEMENT
IMPLEMENTATION STRATEGY

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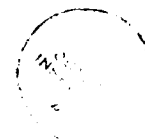# DEFENSE LOGISTICS AGENCY

## DIRECTORATE
## OF
## QUALITY
## ASSURANCE

# TOTAL QUALITY MANAGEMENT
# IMPLEMENTATION STRATEGY

**PHASE 1**
**MAY 1989**

A-1

A message from the Executive Director of Quality Assurance

on

Total Quality Management

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*DOING THE JOB RIGHT THE FIRST TIME, -*

*ON TIME, -*

*EVERYTIME, -*

*AND CONTINUALLY IMPROVING THE WAY WE DO THAT JOB.*

---

This is what Total Quality Management (TQM) is all about.

What is our job? Our job is to provide the best Quality Assurance support, products, services, and information to our customers and to each other. Let's not forget this. That *IS* our job!

I am comitted to doing my job the best that I can. This vision requires that we all share in this commitment.

All of us need to develop a personal work ethic which promotes both Quality and professionalism in every thing that we do, and most importantly, the way we do our jobs. TQM is the compass heading to achieve our Quality and professionalism goals.

Sometime ago I published a policy on TQM stating the ni basic tenets I want the QA family to pursue in developing our professional work ethic. Refamiliarize yourselves with these guidelines - they represent our foundation for a Quality future.

Michael J. Pepe
Brigadier General, USA
Executive Director
Quality Assurance

strat.e.gy \)ē\ *n. pl* -gies  1.  a (1): the science and art of employing
...forces...to afford the maximum support to adopted policies... 2 a:  a
careful plan or method :  a clever stratagem  b : the art of devising or
employing plans or stratagems towards a goal

# CONTENTS

# DISTRIBUTION

| | |
|---|---|
| Each Member Of The DLA-Q 'Quality Team' | 1 CY |
| Each DLA Supply Center | 1 CY |
| Each DLA Depot | 1 CY |
| Each DLA DCAS Region | 1 CY |
| Each DLA Service Center | 1 CY |
| Each Headquarters PSE | 1 CY |

I AM PERSONALLY COMMITTED TO TQM AND SOLICIT EACH AND EVERY MEMBER OF OUR QUALITY ASSURANCE FAMILY TO ACCEPT RESPONSIBILITY FOR DEVELOPING BOTH A PERSONAL, AND AN ORGANIZATIONAL WORK ETHIC WHICH EMBODIES THE PRINCIPLES OF TOTAL QUALITY MANAGEMENT (TQM), AND FOSTERS THESE TENETS:

* TQM RECOGNIZES THAT _EVERYONE_ HAS A CUSTOMER FOR THE PRODUCT OF THEIR WORK EFFORTS.

* TQM NECESSITATES CLOSE _INVOLVEMENT_ WITH EACH OF YOUR CUSTOMER'S NEEDS.

* TQM RELIES ON _PEOPLE_, AND INVOLVES EVERYONE.

* TQM INVOLVES PEOPLE USING A _PROCESS_.

* TQM DEMANDS A _PROFOUND KNOWLEDGE_ OF EACH PROCESS WITH WHICH ONE IS INVOLVED.

* TQM DICTATES A THOROUGH _ANALYSIS_ OF EACH PROCESS.

* TQM REQUIRES DEVELOPMENT OF _DISCIPLINED_ SYSTEMS FOR MAKING PROCESS IMPROVEMENTS.

* TQM REQUIRES _MEASUREMENT_ OF THE EFFECTIVENESS OF EACH PROCESS.

* TQM DEMANDS _CONTINUAL_ PROCESS _IMPROVEMENT_ AT EVERY LEVEL.

MICHAEL J. PEPE
BRIGADIER GENERAL, USA
EXECUTIVE DIRECTOR
QUALITY ASSURANCE

SECTION 1

DLA-Q's TQM CONCEPT

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DOING THE JOB RIGHT THE FIRST TIME, -

ON TIME, -

EVERY TIME, -

AND CONTINUALLY IMPROVING THE WAY WE DO THAT JOB.

---

# SECTION I

## CONCEPTS

At this time, there are three primary documents which set forth the policies, goals, and principles of the DoD and DLA Total Quality Management Effort:

The DoD TQM Master Plan dated August 1988,

The DoD TQM Brochure, and

The DLA TQM Master Plan dated January 1989.

DLA-Q's TQM implementation strategy is consistent with the principles and philosophies set forth in these three documents. Specific information is contained in these documents to clearly outline what TQM is, DoD's TQM philosophy, and DLA's TQM philosophy. Therefore, basic philosophical TQM information will not be repeated in this strategy. However, these three documents are companions to this strategy, and every member of the 'Quality Team' must be familiar with them. A bibliography can be found in Appendix B which contains additional suggested readings on the topic of TQM and Quality improvement methods.

Additionally, the TQM Office, DLA-QT, has a collection of video tapes on related topics which are available for both personal and organizational use.
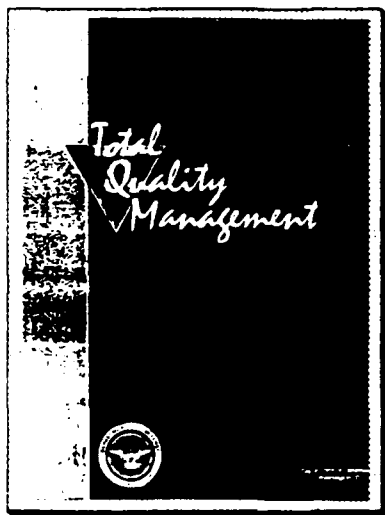
Implementation of TQM within DLA-Q and the Quality Assurance function is a 'process' in itself, and therefore is subject to the continuous improvement cycle which is the trademark of the basic TQM effort. This implementation strategy is designed to be used as a guide or handbook during the coming years as TQM is being institutionalized in the organization; and therefore will be a living document.

Implementation of TQM in the Quality Assurance function will be accomplished using what is known as the 'Rolling Wave' concept. This method provides for implementation in various stages or phases, whereby planning for, and implementation of, some of the latter stages depends upon the accomplishments and effort(s) of some of the prerequisite phases. This method does not preclude some overlapping or concurrent actions.

There are five 'Waves' or phases in DLA-Q's implementation strategy:

Phase 1 - Planning

Phase 2 - Awareness, Orientation, and Training

Phase 3 - Implementation

Phase 4 - Analysis

Phase 5 - Improvement

This document is designed to take us through the first phase with a strong lead-in for the second and third phases.

As we will be continuously improving our implementation process, this strategy will be revised and updated according to the schedule outlined in Section IV, the execution portion of this document.

TOTAL
QUALITY
MANAGEMENT

MASTER PLAN

DEFENSE LOGISTICS AGENCY
JANUARY 1988
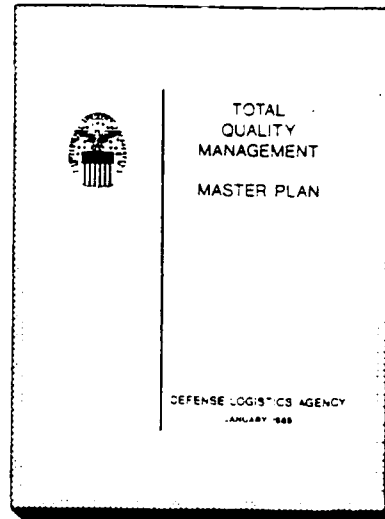
SECTION II

DLA-Q's TQM METHODOLOGY

DOING THE JOB RIGHT THE FIRST TIME, -

ON TIME, -

EVERY TIME, -

AND CONTINUALLY IMPROVING THE WAY WE DO THAT JOB.

*METHODOLOGY*

I.  DLA-Q's TQM STRUCTURE

A.  DLA-Q Executive Steering Committee

Getting off to a Good Start on Total Quality Management means involving top leadership and obtaining their commitment and participation from the very beginning. As such DLA-Q has established a TQM steering committee consistent with both the DoD and the DLA TQM Master Plans.

The HQ DLA-Q TQM Steering Committee (herein referred to as the Steering Committee) is responsible for developing an overall management strategy as it applies to the Quality Assurance function, and providing continuous guidance and direction for the implementation of the DoD/DLA TQM plans within DLA-Q for the Quality Assurance function. By the nature of our mission, the Steering Committee shall also serve as a facilitator for TQM implementation at the Quality Assurance Elements of the DLA DCAS Regions, Supply Centers, Defense Depots, and the Defense Industrial Plant Equipment Center.

The Steering Committee is comprised of the following representatives:

DLA-Q   - Chair, Executive Director of Quality Assurance

DLA-QD  - Member, Deputy Executive Director of Quality Assurance (Acts as Chair in the absence of the Director)

DLA-QE  - Member, Chief, Quality Engineering and Computer Software Management Division

DLA-QL  - Member, Chief, Logistics Management Division

DLA-QP  - Member, Chief, Product Quality Management Division

DLA-QR  - Member, Chief, Programs and Systems Management Division

DLA-QT  - Member, Chief, Total Quality Management Office

DLA-OV  - Member, DLA Staff Veterinarian

DQMSO   - Member, Chief, Quality Assurance Management Support Office

Other   - Member, DLA-Q Directorate TQM Facilitator

The chairman of the Steering Committee represents the Directorate on the Agency's Executive TQM Steering Committee, and assures actions emanating from that committee are pursued. Feedback on Quality function TQM initiatives will be provided to the Agency's Executive TQM Steering Committee. The HQ DLA-Q TQM Steering Committee will meet at the call of the Chairman to discuss and formulate/refine DLA-Q TQM policy and review this strategy, initiatives, goals, and achievements made in pursuit of the DLA-Q TQM Tenets.

The Steering Committee will determine when the DCAS Region, Supply Center, and Depot Quality Directors should convene to discuss Quality function TQM initiatives. Arrangements for these forums (meetings, workshops, conferences) will be spearheaded by the DLA-Q Directorate TQM Facilitator staff.

## B.  DLA-Q's TQM Facilitators

Establishing a core of trained facilitators to guide the implementation of TQM within the Quality function is a key element of DLA-Q's TQM implementation strategy. In order to ensure the successful and smooth implementation of TQM within the Quality function, DLA-Q has established a two tiered facilitator system. The chart on the next page shows the relationship between the two tiers and the responsibilities of each.

The first tier is the DLA-Q Directorate TQM Facilitator, appointed by the Executive Director. The Directorate Facilitator shall be the primary point-of-contact for all matters relating to the DLA-Q implementation strategy.

The second tier of DLA-Q's Facilitator System is the Functional TQM Facilitator. Because of the way we do business in DLA-Q and the impact of the policy generated from within the Directorate, a Functional TQM Facilitator(s) will be selected for each of the six work cells appropriate to DLA-Q.

The importance of having a functional facilitator who is well versed, not only in their particular functional area, but also in the principles of TQM and the associated improvement techniques, cannot be over emphasized. The functional facilitators will be selected by the HQ DLA-Q Executive TQM Steering Committee. Appendix F contains the selection criteria for DLA-Q's functional facilitators.

## C.  DLA-Q TQM Working Group

The DLA-Q TQM Working Group will be a team who will manage the day-to-day implementation of TQM within the Directorate of Quality Assurance. This group will meet, as necessary, at the call of any of the members to discuss the implementation strategy, resolve problems, formulate training plans and schedules, form process action teams, and in general, do what ever it takes to ensure that TQM is successfully implemented in DLA-Q with as little problems and disruptions as possible.

| DLA-Q FACILITATOR STAFF | RESPONSIBILITIES |
|---|---|
| *1ST TIER*<br><br>*DIRECTORATE FACILITATOR* | * Project officer for preparation publication, distribution, and maintenance of DLA-Q's TQM implementation strategy.<br><br>* Monitoring overall progress of TQM implementation in DLA-Q.<br><br>* Keeps Executive Director and steering committee advised on any directed TQM initiatives and changes.<br><br>* Provides guidance/training to functional facilitators.<br><br>* Holds seat on steering committee and publishes MFRs of committee meetings. |

| DLA-Q FACILITATOR STAFF | RESPONSIBILITIES |
|---|---|
| *2ND TIER*<br><br>*FUNCTIONAL FACILITATORS* | * Provides guidance/training on TQM principles within functional work cell.<br><br>* Monitors TQM initiatives within functional work cell as requested/required. |
| *DLA SUPPLY CENTERS* | |
| *DLA DEPOTS* | * Fosters process team building within functional work cell to accomplish specific process improvements. |
| *DLA DCAS REGIONS* | |
| *DLA-Q OFFICE ADMINISTRATION* | |
| *DLA-Q MICRO COMPUTER/DATA TERMINAL ADMINISTRATION* | * Markets TQM principles and work ethics within functional work cell. |
| *DLA-Q TRAINING COORDINATOR* | * Holds seat on DLA-Q TQM working group. |

The Directorate TQM facilitator shall serve as the chair of the working group. Each of the functional facilitators will automatically be a member of the group. Other people from the 'Quality Team' may be asked to join the working group as necessary.

D.  Process Action Teams

Process Action Teams, ad-hoc groups formed specifically to analyze
processes, solve problems, and implement process improvements, will be
developed out of the requirements identified by the steering committee
or the working group.


II.  DLA-Q's TQM METHODOLOGY

DLA-Q has developed a *HOW TO* TQM Implementation Guide and Workbook
which contains information on statistical analysis and problem
solving tools, a working copy of
the DLA-Q process improvement model
which will be discussed later in
this section, and other information
applicable to the implementation of
TQM in the quality function at HQ
DLA-Q. This *HOW TO* Workbook shall
also serve as a companion to this
strategy, as various references are
made to this document throughout
this next section.

The Methods by which DLA-Q will
successfully implement TQM
principles and philosophy into, not
only the Quality Directorate at
Headquarters DLA but throughout the
Quality Assurance function in DLA,
are keyed to the nine tenets
expressed in the HQ DLA-Q policy on
Total Quality Management, and the
goals expressed in the next section
of this strategy.

DEFENSE LOGISTICS AGENCY

DIRECTORATE
OF
QUALITY
ASSURANCE

TOTAL QUALITY MANAGEMENT
"HOW TO"
IMPLEMENTATION GUIDE
and
WORKBOOK

JUNE 1989

The nine DLA-Q TQM tenets can be found in the policy statement on
page v. of this document, and are expanded individually on the following
pages.


A.  *TQM RELIES ON PEOPLE AND INVOLVES EVERYONE.*

We are very proud of our 'Quality Team'. Our organization is blessed
with a talented and professional staff dedicated to providing quality
products, information, and services to our customers and to each other.
Provided at Appendix A is an organizational chart of the Quality
Assurance Directorate at HQ DLA, listing all of the members of our
'Quality Team'.

DLA-Q will be working very hard to develop an environment which fosters
both personal and organizational growth. Our goal is to enhance the
talent and professionalism of all 96 members of our 'Quality Team.'
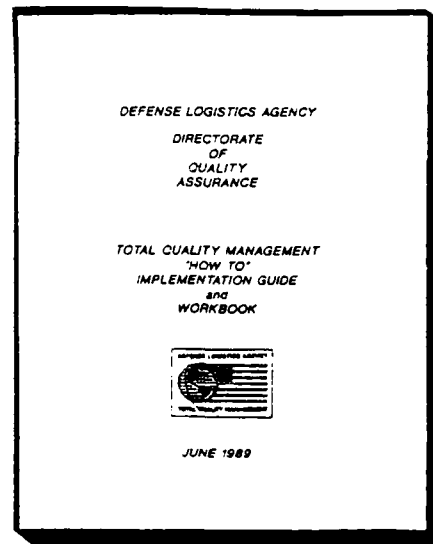
To accomplish this goal, efforts will focus on personal skills training and self-development, as well as a comprehensive orientation and education in the principles and philosophies of Total Quality Management.

---

*"Institute a vigorous program of education and training."*

Dr. W. Edwards Deming, point 13 of
Deming's 14 points for management.

---

Our training facilitator will be working very closely with the other DLA-Q functional facilitators, directorate managers, and the DASC-K training office to determine both the needs and sources for personal skills/self development training for the members of the Quality Team.

A well rounded, well versed, team member educated in all areas of the Quality function and the Agency's mission is a valuable asset to not only DLA-Q and DLA, but in the broader sense, the entire DoD family. Most importantly, a well versed, educated team member will have enhanced potential for personal growth and career advancement.

### TQM Training and Orientation.

Implementation of TQM requires an intense effort in training and education at all levels of the organization. This training will vary from the basic *"awareness"* type training for everyone, to training in advanced statistical techniques. To a certain extent, the Quality Team has an advantage in this area. Because of the nature of our business, most of us are already educated in the statistical, technical, or engineering disciplines.

For the most part, DLA-Q will be following the DLA training strategy for the basic facilitator, manager, and employee training in TQM principles and philosophies; however, this strategy will be augmented and enhanced by some in-house training initiatives.

Among these initiatives is the acquisition of training in statistical process control (SPC) for the members of the Quality team. An in-depth explanation of this initiative can be found in section III of this document under DLA-Q's Goals in support of TQM.

DLA-Q has developed a draft TQM training plan as phase one of this implementation strategy. The training identified in this plan is designed to provide each member of the Quality Team training appropriate to their level of involvement in the organization. For training purposes, the following organizational levels have been established:

Level A - Action Officers and Administrative personnel

Level B - Branch Chiefs, Division Chiefs, and Deputies

Level C - Facilitators

Level D - Executive Director and Deputy

Provided at Appendix T is DLA-Q's draft training plan and the associated training matrix. This plan lists the projected training courses to be scheduled, acquired, or developed. As this implementation strategy matures, and the training courses are acquired or developed, this training plan will be refined for continuing education and training maintenance purposes.

B. **TQM RECOGNIZES THAT EVERYONE HAS A CUSTOMER FOR THE PRODUCT OF THEIR WORK EFFORTS**.

The customer/supplier relationship is a critical component of any Quality improvement methodology, including TQM. Whether your customer is internal, or external, each one of them deserves the best job you can offer. Nothing less will be acceptable.

The important point here is the absolute need to identify your customers. The first step in the DLA-Q process improvement model in Section II.F of this document and our *how to* workbook, requires identification of the customer.

A basic test is to ask yourself the following two questions:

1. What do I do?

2. Who do I do it for?

If you can successfully answer these two questions for every task that you perform, then you are on your way to understanding and establishing sound customer/supplier relationships.

C. **TQM NECESSITATES CLOSE INVOLVEMENT WITH EACH OF YOUR CUSTOMER'S NEEDS**.

A natural extension of the TQM customer/supplier relationship is involving oneself with your customer's needs. Remember, because there is a relationship, there is the natural process of give-and-take; however, meeting the customer's critical success factors and their defect free criteria is the driving force behind supplying only quality products and services to your customers.

This point is reinforced in the fourth step of the DLA-Q process improvement model found in Section II.F of this document and our *how to* workbook. A key point is to 'formally publish the agreement clearly

stating the customer's defect free criteria and the process capabilities.

DLA-Q will be experimenting with the development, use, and refinement of a formal task agreement/contract, to produce defect free products, information, and services which meet both our internal and external customer s needs. A draft version of our task agreement/contract can be found in our *how to* workbook.

Use of a formal task agreement is a recognized method for ensuring that the customer's needs, technical objectives, and critical success factors are not only clearly stated, but also clearly understood by both the customer and the supplier. This is a communications tool used to enhance the quality of the task being performed, and ensures that the customer gets what they asked for, not what they think they asked for. It is also a good opportunity for both the customer and the supplier to differentiate between the perceived v.s. the genuine customer requirements. This tool also provides a mechanism for quality measurements which are a critical component of the continuous improvement cycle.

## D. TQM INVOLVES PEOPLE USING A PROCESS.

Everything that we do involves using a process. A process is a group of usually sequential, logically related tasks that produce a product, information, or service for a customer (internal or external) using organizational resources.

The hallmark of TQM is the continuous improvement of these processes. In order to have an effective continuous process improvement cycle, it is important to not only define each of the processes we use, but to define the owner of that process. Process ownership is critical. Each process, and major subprocesses, should have an owner. This point is again reinforced in the first step of the DLA-Q process improvement model found in Section II.F of this document and our *how to* workbook.

Process owners are the individuals who have been assigned both the responsibility and the authority for improving that process. The process owner:

1. Sets the requirements for the process.

2. Defines subprocesses.

3. Identifies the process implementors and ensures that they actively participate in process improvement activities.

4. Ensures task procedures are documented.

5. Identifies the critical success factors for the process.

6. Determines measurement points and defect free criteria.

7. Sets goals for improvements.

*(continued)*

8.   Monitors process improvements.

9.   Resolves cross functional issues.

DLA-Q has taken a beginning step in the process improvement cycle by listing the major processes we are working with to produce products, information, and services for our customers. An initial listing of these processes can be found in Appendix P of this document.


E.   TQM DEMANDS A PROFOUND KNOWLEDGE OF EACH PROCESS WITH WHICH ONE IS INVOLVED.

Profound knowledge of the processes that the Quality Team members work with is tantamount to the success of the DLA-Q implementation strategy. Basically stated - if one does not know how to do their job in the first place, then one can not improve upon that process to produce quality products, information, and services. The needs will exceed the capability of the process.

Profound knowledge of the process can be achieved by working with that process, and by training. In Section II.A of this strategy, training in the personal skills/self-development and TQM areas was discussed. Here, the need for training in the professional disciplines is appropriate.

Our training facilitator, directorate managers, employees, and the DASC-K training office will be working together to ensure that any training needs will be identified, scheduled, funds budgeted, and the appropriate training acquired. In addition to these projected training efforts, DLA-Q has established a few unique in-house training initiatives to enhance the knowledge and professionalism of the members of the Quality Team. These initiatives can be found in Appendix K of this document. Additional initiatives will be added as they are developed.


F.   TQM REQUIRES DEVELOPMENT OF DISCIPLINED SYSTEMS FOR MAKING
     IMPROVEMENTS

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dis.ci.plined *adj* ...a: to bring under control, b: to impose order upon.

---

DLA-Q recognizes the importance of having structured, disciplined systems for making improvements to our work processes if true benefits and improvements to operational effectiveness and efficiency are to be realized.

In the previous section on people using a process, we discussed the importance of process ownership and the associated authority and responsibility for improving these processes. A list of those processes applicable to the various components of the HQ DLA Quality Assurance

function can be found in Appendix P of this document. Using an initial seven step process improvement model. DLA-Q will be continually improving these processes.

The DLA-Q process improvement model was taken from the Boeing Aerospace Company's Process Quality Improvement Method as published in their Resource Guide to Management Improvement, 'Total Quality Improvement,' second edition with revisions, (c) 1987, the Boeing Company, and slightly modified to suit our needs.

The process improvement model is designed to take any current process which may be ineffective and inefficient, and through a structured, disciplined cycle, simply improve the efficiency and effectiveness of that process.

The process improvement model has seven simple steps.

The first three steps are designed to improve process effectiveness. They are: (1) naming the owner of the process and defining that process; (2) clearly documenting and measuring the process; (3) changing the process to meet or exceed the customer's requirements.

Steps four through seven of the process improvement model will improve both the effectiveness and the efficiency of our processes. These steps are: (4) establishing an agreement with the customer to define and produce defect free products, information, and/or services; (5) adjusting the process tasks to meet the defect free requirements; (6) initiate continuous process quality improvements; and (7) monitor and track the process improvements.

A complete expanded version of the entire model, which will serve as the working copy and guide, is provided in our HOW TO TQM Implementation Guide and Workbook.


G.  TQM DICTATES A THOROUGH ANALYSIS OF EACH PROCESS

The DLA-Q process improvement model set forth in the previous section, and in detail in our HOW TO Workbook, is designed to improve the effectiveness, efficiency, and adaptability of the processes we work with to produce products, information, and services for our customers and ourselves. Process analysis is a critical component of all process improvement methodologies, and plays a major role in DLA-Q's TQM implementation strategy.

There is not a standardized process analysis method suitable for every process. Although many of our processes in DLA-Q have similarities, most have unique characteristics which set them apart from one another. What we in DLA-Q will be doing is focusing our efforts on mastering the various statistical tools used to build effective analytical methods. Our training plan is designed to familiarize every member of the Quality Team with the various statistical analytical tools available; then, as needed, additional training will be provided to those people who will be leading the way, and actually doing the work of statistical analysis and process improvement.

Our *HOW TO* Workbook sets forth an explanation of some of the statistical tools available for problem solving and process analysis. The <u>Memory Jogger</u>, a pocket guide of tools for continuous improvement, published by GOAL/QPC, 13 Branch Street, Methuen, MA 01844, is an excellent handbook for obtaining a basic understanding of the many statistical analytical tools available.

THE
# MEMORY JOGGER™

A Pocket Guide
of Tools For
Continuous Improvement
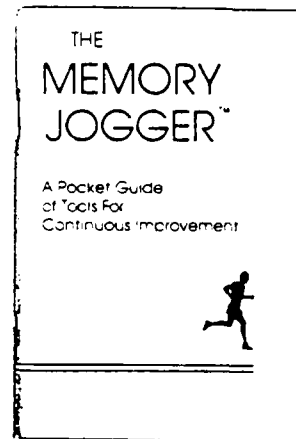
H.  <u>TQM REQUIRES MEASUREMENT OF THE EFFECTIVENESS OF EACH PROCESS</u>.

Step two of our process improvement model requires that we 'clearly document and measure the current process.' Step seven of the model requires collecting data for all of the established measurement points to 'closely monitor and track process improvements.'

Adoption and use of our process improvement model clearly shows that DLA-Q understands the importance of measurements in our process improvement cycle; however, we also understand that there are many current measurements in our processes that do not serve any real purpose. In this respect, our goal is to rid our processes of unnecessary reporting requirements, and establish and maintain only those measurement points that are necessary to have an efficient, effective process and make continual improvements.

J.  <u>TQM DEMANDS CONTINUAL PROCESS IMPROVEMENT AT EVERY LEVEL</u>.

The methodology selected by DLA-Q for our TQM implementation strategy is designed to lead us into continual process improvement at every level.

*DOING THE JOB RIGHT THE FIRST TIME, -*

*ON TIME, -*

*EVERY TIME, -*

*AND CONTINUALLY IMPROVING THE WAY WE DO THAT JOB.*

Continual process improvement is the true 'Bottom Line' of DLA-Q's policy on TQM, our implementation strategy, and our goal.

## SECTION III

## DLA-Q's GOALS IN SUPPORT OF TQM

DOING THE JOB RIGHT THE FIRST TIME, -

ON TIME, -

EVERY TIME, -

AND CONTINUALLY IMPROVING THE WAY WE DO THAT JOB.

## DLA-Q's GOALS IN SUPPORT OF TQM

DLA-Q has established an initial set of goals for our TQM implementation strategy expressly designed to support the TQM effort and improve the way we do business at HQ DLA-Q, which in turn, will affect and improve the Quality Assurance function throughout DLA.

Our Goals are consistent with those of the Agency as set forth in the DLA TQM Master Plan dated January 1989, and repeated here for emphasis:

* Develop a trained work force.

* Harmonize directives.

* Integrate existing initiatives.

* Sensitize industry to TQM.

* Demonstrate an uncompromising commitment to Quality.

* Enhance the DLA recognition and award system.

* Develop a feedback and communications system.

* Institutionalize TQM within DLA

The directorate and each of the operating divisions within DLA-Q have established a set of goals which will improve their operational effectiveness and enhance their mission requirements. Using Total Quality Management principles and the methodology set forth in Section II of this document, DLA-Q will be leading the way to institutionalize TQM in the quality assurance function.

DLA-Q's Goals in support of our TQM effort are as follows:

---

1. Develop and train a group of TQM facilitators within DLA-Q. (OPR DLA-Q)

Implementing Total Quality Management in any organization requires a core of trained and skilled facilitators. DLA-Q recognizes this fact, and has programmed the means to achieve this goal into our TQM implementation strategy. Our training matrix as shown on page T-7 (APPENDIX T) lists a comprehensive training plan for the DLA-Q TQM facilitators including training in all aspects of TQM philosophy and principles, statistical methods, and facilitation skills. The execution plan for phase one of this strategy as shown on page ?? in section IV, indicates that facilitator training is a priority step to implementing TQM in the quality function.

---

2. Flow chart, analyze, and improve all of the processes DLA-Q is part of or influences. (OPR: ALL DLA-Q Components)

A proven method for continuous process improvement, the hallmark of TQM, is to key improvement efforts on the processes by which the mission is accomplished. DLA-Q will be using this proven method to improve the processes which we are a part of or influence. Identification of the processes appropriate to DLA-Q (Appendix P) is a step in the right direction for our improvement efforts. Using our process improvement model set forth in the previous section of this document and in our *HOW TO* implementation guide, DLA-Q will be instituting vigorous process improvement efforts.

3. Improve the Product Quality Deficiency Reporting (PQDR) process. (OPR: DLA-QE)

Recent Inspector General and GAO studies within the Military Services and DoD have identified: a need for more and better product quality deficiency reporting by users; administrative delays and nonstandard processing procedures by screening/DoD action points; and a narrow scope on how deficiency data is used to reflect trends or predict/prevent nonconforming material being provided to users. As the result of these system shortcomings, the DoD Quality Council established a working group, chaired by DLA to improve the PQDR system. This group identified 42 major issues, compiled them into five tasks that constituted a program plan that addresses:

(1) Standardization, improve timeliness, and effectiveness.

(2) Exhibit control.

(3) Influence design and corrective action processes.

(4) Data exchange between components.

(5) Contractor participation.

There is need for the Services and DLA to give this important effort top management attention and strong support to assure the tasking is completed at the earliest time. It is extremely important that DoD benefit from the improvements soon.

4. Develop a program to focus contractor management attention towards reducing levels of minor nonconformances accepted by Material Review Board (MRB). (OPR: DLA-QE)

a. Promulgate a Joint Service Regulation that directs the implementation of a program to focus contractor management attention toward reducing the level of nonconforming material processed through

Material Review Board actions. Another thrust is to reduce the overall levels of nonconformance dispositions prior to MRB.

b. Encourage the use of bilateral agreements between the Government and the contractor to focus top management attention on continuously improving the processes which are producing nonconforming parts. Service contracting offices are encouraged to adopt an implementing objective which is consistent with the nonconformance reduction policy of the Joint Service Regulation.

c. Incorporate the program in requests for proposals. Develop a means for incentivizing those contractors who, through this program, are able to continuously improve quality (i.e., use this data in Source Selection to give award preference to those contractors with good performance).

---

5. Eliminate the routine approval of waivers and deviations. (OPR: DLA-QE)

a. Waivers and deviations are an indicator of contractor inability to fulfill the terms of a contract. There is need for DLA to put a system in place which collects and summarizes overall waiver and deviation activity. The summary should indicate the level of waivers and deviations activity by contractor, program, and buying office. It should also identify recurring waivers and deviations.

b. There is need for a clear policy that waivers and deviations are not a normal way of doing business but rather it is the exception. Any time a waiver/deviation is approved, it should prompt an evaluation of the technical requirements. If the technical requirements are to rigid, then they should be changed. Any repeat request for waiver or deviation should be reviewed by only a high level in the buying activity prior to approval. Repeat approvals should prompt a specification change or sound justification otherwise.

---

6. Improve software quality assurance for all DLA administered Mission Critical Computer Resource (MCCR) software. (OPR: DLA-QE)

a. There is a need to better execute Software QA responsibilities. The awareness levels of this need at the middle and top management levels must be raised through an improved training program.

b. The use of Computer Aided Software Engineering (CASE) tools to assess contractors software development process should be explored. The certification of QARs must be examined to consider the inclusion of software engineering methods and tools.

---

7.  Streamline the quality assurance of all fastener acquisitions administered by DLA. (OPR: DLA-QE)

a.  In 1986 and 1987, 30% widespread fraudulent substitution of Grade 8.2 for Grade 8 steel in the Grade 8 bolts as well 90% Zinc for Cadmium plating substitution in Grade 8 bolts and 40% Class 3 thread nonconformance in Class 3 threaded fasteners were discovered. As a result, a vigorous program to purge the inventory of nonconforming product and reducing the introduction of additional nonconforming material was started.

b.  Quality Assurance Provision (QAP) 01075 on DISC fastener contracts requires a Certificate of Quality Compliance. Product Verification (testing performed at independent laboratories) is required on all Grade 8 and Class 3 flight safety criticals. Procurement Specifications require manufacturer logos.

c.  These additional oversight measures must be reexamined to ensure that the oversight is being conducted in an effective and efficient manner.

---

8.  Develop/determine white collar SPC training for DLA-Q (OPR: DLA-QL).

We have already obtained and tested one SPC course used by members of the Q staff and shared with other PSE staff officers at Cameron Station. Ms. Pat Carleski from DCASR Cleveland provided 2-1/2 days of instruction on white collar SPC to 22 people. We are presently developing other course options and attempting to find an actual application of SPC in the administrative office place. The uses of process controls and the analytical tools available to us in taking advantage of this technique have been well presented, but the use of statistical process controls administratively has yet to be demonstrated.

---

9.  Cease treating clothing and textiles (C&T) as a unique commodity area, and implement measures that will enable C&T to use the basic contractor quality assurance program (CQAP). (OPR: DLA-QP)

Two concurrent initiatives are focused on these problems:

a.  Eliminate the current DLAM 8200.1, App C, section by section and follow the basic CQAP as spelled out in the basic DLAM 8200.1.

b.  Implement the new In-plant Quality Evaluation (IQUE) Program for C&T using milestones as established by DLA-QR.

---

10. Improve distribution methods for the Quality Alert List.
(OPR: DLA-QP)

Assure the Quality Alert List (QAL) is distributed to the proper target audience in a more timely manner to assist buying activities in making contractor responsibility determinations. Continue efforts that will incorporate the QAL data elements in the Contractor Profile Data System that is under development.

---

11. Develcp a new Contract Quality Assurance Program (CQAP) employing statistical tools and process control techniques. (OPR: DLA-QR)

The present CQAP was designed in the mid-seventies, with only minor changes since then. The program is contained in DLAH 8200.1, and details how the plant-level Government CQA functions are to be performed. CQAP is presently under review. Goals are to develop a new In-plant Quality Evaluation (IQUE) Program which incorporates new QA techniques and procedures, to include automation. Revision of CQAP will rely heavily on input from the field. Service coordination/approval will be required for implementation.

---

12. Update QA Management Program directives. (OPR: DLA-QR)

DLA-QR has initiated a review of all QA policy and guidance directives to: determine usefulness and adequacy, align them with current management philosophies; delete minimal and no value added requirements; and to provide necessary management flexibility. The review will encompass regulations, manuals, handbooks, policy letters, and reports, and will be accomplished in coordination with the PLFAs and other organizations, as appropriate.

---

13. Improve the effectiveness of the Contract Quality Assurance training course (S01). (OPR: DLA-QR)

This basic QA course introduces the QA representative to the Defense In-plant QA Program and orients them to their functions and responsibilities. The course is under review to determine its effectiveness, based on feedback from the field, and will be revised as necessary. New training techniques will be incorporated to maximize resources.

14. Automate In-plant QA Records. (OPR: DLA-QR)

DLA-QR has initiated a program to automate the In-plant Quality Assurance Representative's (QAR) Records. The objective is to improve the efficiency of the QAR by eliminating manual recordkeeping and by providing automated data analysis capability. Management visibility and customer support will also be improved.

15. Improve the Armed Forces Consumer Level Subsistence Appraisal Committee (AFCLSAC) Program. (OPR; DLA-QV)

AFCLSAC is a subsidiary committee of the DoD Food Planning Committee. The intent of the program is to measure consumer acceptance of the food, its adaptability to food service needs, and its compliance with the procurement instruments. An initial review of the program indicates that compliance to contract requirements is not being effectively measured. That portion of the program also appears to duplicate the DLA Product Quality Audit Program.

An evaluation of the program by the service representatives and the inspection activities has been started. The results of the evaluation will be presented to the committee. The committee will then decide on necessary process improvements and take the necessary implementation actions.

16. Implement automated suspense control system within DLA-Q which provides real-time status information accessible through DMINS. (OPR: DLA-QX)

17. Improve management and control of DLA-Q travel budget by centralizing trip plan data base and making budget status information accessible to Division/Branch Chiefs through DMINS. (OPR: DLA-QX)

18. Inventory and maintain control of DLA-Q's ADP equipment. (OPR: DLA-QX)

19. Request and monitor facility changes associated with DLA-Q reorganization. (OPR: DLA-QX)

20.  Centralize QA instructor capability.  (OPR:  DQMSO)

Presently,  each  DCASR  QA  Directorate  and  CAO QA  division  have QA
personnel  performing  instructor  duties  who  teach  the  on-site  QA  courses
of  the  DLA  QA  Technical  Development  Program  (QATDP).  DLAM 8220.4
provides  the  guidance  to  the  PLFAs  on  which QA  courses  can be  taught
on-site  and  DQMSO  furnishes  a  lesson  plan  for each of  the  QA  courses
that  are  to  be  taught  by  the  PLFAs.  The  methods  of  how  we  deliver  QA
courses  to  the  DLA  QA  work  force  is  presently  under  review  to  determine
improvements.  Goals  are  to  centralize  the  instructor  capability  by
using  DCPSO-IQ  instructors  to  teach  all  DLA-Q  QA  policy  courses  and
professionalize  any  personnel  who  teach  QA  courses.  Concurrence  by
DLA-K  to  expand  their  present  instructor  capability  to  meet  the  needs  of
DLA-Q  is  required.  DLA-Q  will  also  have  to  allocate  the  resources  for
DLA-K  to  accomplish  their  new  mission.

---

21.  Consolidate  DLA-Q  policy  for  the  QA  Technical  Development  Program.
     (OPR:  DQMSO)

DLA-Q  policy  for  the  QA  Technical  Development  Program  is  currently  in
two  separate  manuals:  one  for  DCASRs  (DLAM  8220.4)  and  one  for  DLA
Depots,  Centers,  DIPEC  (DLAM  4155.7).  Our  goal  is  to  combine  these  two
documents  into  one  manual  such  as  DLAM  8220.4 and  eliminate  duplicate
policy  guidance.  The  release  of  the  new  manual  that  will  provide  DLA
policy  for  all  QA  personnel  on  the  QATDP  will  be  made  in  conjunction
with  the  implementation  of  the  Automated  Payroll,  Cost  and  Personnel
System  (APCAPS)  training  subsystem  which  is  scheduled  for  December  1989.

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22.  Convert  QATDP  Training  Reporting  to  APCAPS.  (OPR:  DQMSO)

PLFAs  presently  report  training  requirements/completions  under  the  QATDP
Automated  Data  System  as  well  as  the  DLA-K  automated  training  system
which  was  designed  by  DCASR  Boston.  The  present  systems  used  by  the
PLFAs  to  report  training  creates  duplicative  reporting  requirements  and
no  one  system  truly  reflects  the  Agency's  total  training
requirements/completions.  Our  goal  is  to  convert  the  QATDP  automated
data  system  into  the  new  APCAPS  training  subsystem  and  thus  have  one
agency  automated  training  system  to  track  all  of  DLA's  training
information.

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23.  Update  Specialized  Safety  Policy  (DLAM  8280.1).  (OPR:  DQMSO)

DQMSO  is  currently  reviewing  all  Specialized  Safety  policies  to  align
them  with  current  DoD  acquisition  policies  and  contract  administration
requirements,  reduce  minimal  requirements,  eliminate  no-value-added
requirements,  and  provide  maximum  necessary  management  flexibility.  All
of  these  changes  will  be  included  in  a  revision  of  DLAM  8280.1 but  will

possibly require commiserate changes in DLAM 8280.1 and DLA-C MIS
reports. The draft revision has been completed and, after review of the
Executive Director, Quality Assurance, will be coordinated with the
PLFAs and PSEs.

---

24. Update Flight Operations and Flight Safety Policy (DLAM 8220.3)
    (OPR:  DQMSO)

DLAM 8220.3 is also being revised along the same lines as DLAM 8280.1
with the intent of incorporating current TQM management approach. The
draft revision is complete, and PLFA comments are currently being
solicited prior to formal coordination.

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# SECTION IV

## DLA-Q's TQM EXECUTION PLAN

> *DOING THE JOB RIGHT THE FIRST TIME, -*
>
> *ON TIME, -*
>
> *EVERY TIME, -*
>
> *AND CONTINUALLY IMPROVING THE WAY WE DO THAT JOB.*

# DLA-Q TQM EXECUTION PLAN (PHASE 1)

| EVENT | CY1989 | CY1990 | CY1991 | CY1992 |
|---|---|---|---|---|
| ESTABLISH STEERING COMMITTEE | ● | | | |
| PUBLISH IMPLEMENTATION STRATEGY FOR PHASE 1 | ● | | | |
| SELECT FACILITATORS | ○ | | | |
| ESTABLISH CROSS FUNCTIONAL TRAINING SCHEDULE FOR CY89 | ○ | | | |
| ESTABLISH INTRA-FUNCTIONAL TRAINING SCHEDULE FOR CY89 | ○ | | | |
| FINALIZE TQM TRAINING PLAN | ○ | | | |
| ESTABLISH TQM TRAINING SCHEDULE | ○ | | | |
| ACQUIRE/DEVELOP BASIC TQM ORIENTATION TRAINING (Q-TQM-5) | ○ | | | |
| DEVELOP HQ DLA-Q TQM IMPLEMENTATION TRAINING (Q-TQM-6) | ○ | | | |
| INITIATE LEVEL B TRAINING | ○→ | | | |
| INITIATE FACILITATOR TRAINING | ○→ | | | |

# DLA-Q TQM EXECUTION PLAN (PHASE 1)

| EVENT | CY1989 | CY1990 | CY1991 | CY1992 |
|---|---|---|---|---|
| INITIATE BASIC TQM ORIENTATION TRAINING (Q-TQM-5) | | | | |
| INITIATE TQM FOR QA AT HQ DLA TRAINING (Q-TQM-6) | | | | |
| DEVELOP PHASE 2 & 3 OF IMPLEMENTATION STRATEGY | | | | |
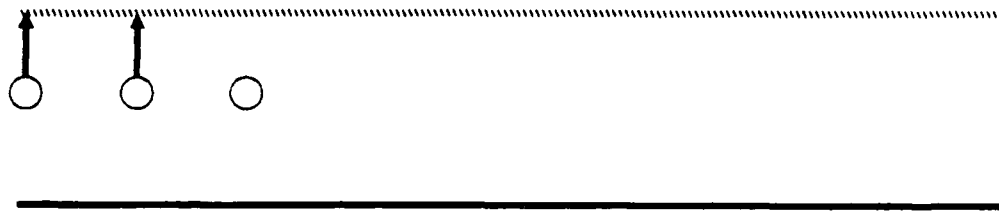
# SECTION V

## APPENDICES

```
DOING THE JOB RIGHT THE FIRST TIME, -

ON TIME, -

EVERY TIME, -

AND CONTINUALLY IMPROVING THE WAY WE DO THAT JOB.
```

APPENDIX A



HQ DLA-Q ORGANIZATION CHART

AND

QUALITY TEAM MEMBERS

# QUALITY ASSURANCE DIRECTORATE

```
OFFICE OF THE EXECUTIVE DIRECTOR
DLA-Q        47754/47756        8C379
```

| | | |
|---|---|---|
| EXEC DIR | BG MICHAEL J. PEPE, USA | DLA-Q |
| DEP EXEC DIR | ERNEST D. ELLIS | DLA-QD |
| EXEC OFFICER | LT COL L F RUDDERMAN, USAF | DLA-QX |
| SEC/STENO | PATRICIA OFFER | |
| SEC/STENO | CAROLYN WALKER | |
| SEC/TYPIST | CATHERINE HARRISON | |
| COE STUDENT | CASSANDRA COOKS | |

```
TOTAL QUALITY MANAGEMENT OFFICE
DLA-QT       47141/47142        8D398
```

| | | |
|---|---|---|
| CHIEF | COL LEO BRENNAN, USAF | 47141 |
| PROG MGR | LTC JOSEPH CALLAHAN, USA | 47141 |
| QA SPEC | MICHAEL TRESCAK (temp) | 47141 |
| PROG MGR | VACANT | 47141 |
| SEC/STENO | IMOGENE KING | 47141 |

```
STAFF VETERINARIAN
DLA-QV       44755           88390
```

| | | |
|---|---|---|
| STAFF VET | COL LYLE P. VOGEL, USA | 44755 |

```
PROGRAM & SYSTEMS MGMT DIVISION
DLA-QR       47658/47659        8D425
```

| | | |
|---|---|---|
| CHIEF | COL HANS DUERR, USA | 47658 |
| ASST CHIEF | E. DOUGLAS WALKER, JR. | 47658 |
| SEC/STENO | HELEN RAUBESON | 47658 |
| SQA SPEC | JOE JONES/R. SCHMITT | 47655 |
| QA SPEC | GLORIA JACKSON | 47655 |
| QA SPEC | CYNTHIA WINGET | 47655 |
| QA SPEC | MIKE NOVAK | 47655 |
| QA SPEC | MARY WILSON | 47655 |
| QA SPEC | VACANT | 47655 |
| SEC/STENO | KIM WAGNER | 47655 |
| SQA SPEC | RONALD DIPADOVA | 47746 |
| QA SPEC | KEITH WILSON | 47746 |
| QA SPEC | JOAN DONAHUE | 47746 |
| MATH STAT | RICHARD ZERILLI | 47746 |
| PROG ANAL | PAULINE WELLS | 47746 |
| SEC/STENO | LINDA REEVES | 47746 |
| QA SPEC | DONALD HAWKINS | 47743 |

```
LOGISTICS MANAGEMENT DIVISION
DLA-QL       44127/44128        8A430
```

| | | |
|---|---|---|
| CHIEF | COL RALPH S. DORRIS, USAF | 44127 |
| ASST CHIEF | IVAN G. SNYDER | 44127 |
| SECRETARY | PATTI FIKE | 44127 |

```
ACQUISITION BRANCH
DLA-QLA      46456/46448        8A430
```

| | | |
|---|---|---|
| CHIEF | DONALD C. ATKINSON | 45456 |
| SQA SPEC | DUANE RICE | 46456 |
| QUAL ENGR | GARY DILLARD | 46456 |
| QA SPEC | DAVID HARTNETT | 46456 |
| QA SPEC | HERMAN LOUIE | 46456 |
| QA SPEC | LARRY CLARK | 46456 |
| QA ACT OF | VACANT | 48456 |
| QA SPEC | DONNA FULLER | 46456 |
| QA SPEC | F. WYNELL YORK | 46456 |
| QA SPEC | DON COLLINS | 46456 |
| SEC/STENO | VACANT | 46456 |
| SEC/TYPIST | R. SENIRES | 46456 |

```
SUPPLY & SERVICES BRANCH
DLA-QLB      44129/44130        8A415
```

| | | |
|---|---|---|
| CHIEF | RAYMOND MICHAEL | 44129 |
| QA SPEC | MICHAEL NEWMAN | 44129 |
| QA SPEC | WALTER LUGOSKY | 44129 |
| QA ACT OFCR | CPT BERVIN ELLIOTT, USA | 44129 |
| QA SPEC | VACANT | 44129 |
| QA SPEC | VACANT | 44129 |
| SEC/TYPIST | DONNA COOPER | 44129 |

HQ DEFENSE LOGISTICS AGENCY
CAMERON STATION
ALEXANDRIA, VA 22304-6100
  AUTOVON: 28 + EXTENSION

```
PRODUCT QUALITY MANAGEMENT DIVISION
DLA-QP       46827/46828        8C415
```

| | | |
|---|---|---|
| CHIEF | COL PAUL W. DICKINSON, USA | 46827 |
| ASST CH | VACANT | 46827 |
| SEC/STENO | CAROL GRAEFENSTEIN | 46827 |

```
BRANCH A
DLA-QPA      46827/46828        8C415
```

| | | |
|---|---|---|
| CHIEF | ARNOLD DICKINSON | 46827 |
| QA SPEC | KERRY FRINK | 46827 |
| QA SPEC | VACANT | 46827 |
| QA SPEC | VACANT | 46827 |
| QA SPEC | VACANT | 46827 |
| SEC/STENO | BARBARA MEARES | 46827 |

```
BRANCH B
DLA-QPB      46827/46828        8C415
```

| | | |
|---|---|---|
| CHIEF | LCRD DUANE RIEGE, SC, USN | 46827 |
| QA SPEC | GERALD BRANDENBURG | 46827 |
| QA SPEC | PAULA METCALF | 46827 |
| QA SPEC | JOHN CHILDERS | 46827 |
| QA SPEC | MAXINE JAMES | 46827 |
| SEC/STENO | VACANT | 46827 |

```
QUALITY ENGINEERING & COMPUTER SOFTWARE MGMT DIV
DLA-QE       47785/47786        8D398
```

| | | |
|---|---|---|
| CHIEF | CAPT RICHARD MONASH, USN | 47785 |
| ASST CH | ALDO DOMENISHINI, JR | 47785 |
| SEC/STENO | BARBARA O'ROURKE | 47785 |

```
QUALITY ENGINEERING MANAGEMENT BRANCH
DLA-QEL      47761           8D398
```

| | | |
|---|---|---|
| CHIEF | RAYMOND E. CONCHIERI | 47761 |
| ELEC ENGR | MARY MINAROVICH-CHENIAE | 47761 |
| MAT ENGR | WILLIAM SWAN | 47761 |
| GEN ENGR | ARISTIDES MALDONADO | 47761 |
| MECH ENGR | ROBERT A. MIRCHEFF | 47761 |
| SEC/STENO | EILEEN WEAVER | 47761 |

```
COMPUTER SOFTWARE MANAGEMENT BRANCH
DLA-QES      47141           8D398
```

| | | |
|---|---|---|
| CHIEF | LCDR JAMES BALDWIN, SC, USN | 47141 |
| QA SPEC | ARMOND DARRIN | 47761 |
| QA SPEC | VACANT | 47141 |
| QA SPEC | VACANT | 47141 |
| QA SPEC | VACANT | 47141 |
| SEC/TYPIST | VACANT | 47141 |

```
QA MANAGEMENT SUPPORT OFFICE
DQMSO        AUTOVON 697-6640    MARIETTA, GA
```

| | | |
|---|---|---|
| CHIEF | COL PAUL L. WILLIAMS, USAF | AV697-6440 |
| SEC/STENO | JUNE A. BROWN | AV697-6441 |

```
FLIGHT OPNS & SPECIALIZED SAFETY BRANCH
DQMSO-S      AUTOVON 697-6655    MARIETTA, GA
```

| | | |
|---|---|---|
| CHIEF | LT COL A. C. HART, USAF | AV697-6649 |
| OPS OFCR | MAJ ROBERT MEEKER, USAF | AV697-6667 |
| SFTY MGR | ARCH K. SILER, JR | AV697-6650 |
| SFTY SPEC | GEORGE S. DOW | AV697-6652 |
| SEC/STENO | BRENDA C. PICKRELL | AV697-6655 |

```
TECHNICAL DEV. ENGINEERING & MAINT BRANCH
DQMSO-T      AUTOVON 697-6662    MARIETTA, GA
```

| | | |
|---|---|---|
| CHIEF | JOHN SHELKOP | AV697-6656 |
| QA SPEC | JOSE A. ALONSO, JR | AV697-6657 |
| ELEC ENGR | ROBERTO GONZALEZ | AV697-6653 |
| QA SPEC | MAURICE POULIN | AV697-6658 |
| QA SPEC | ROBERT LEMESHKA | AV697-6659 |
| QA SPEC | WILLIE HARPER | AV697-6660 |
| QA SPEC | DONALD BARKER | AV697-6661 |
| SEC/STENO | M. MARIE MOON | AV697-6662 |

APPENDIX B


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APPENDIX F


DLA-Q TQM FACITITATOR SELECTION CRITERIA

## DLA TQM FACILITATOR SELECTION CRITERIA

DLA-Q TQM functional facilitators are to be selected from the General Directorate population using the criteria listed below. While the ideal candidate should have all of the desired characteristics, it is unrealistic to assume any DLA-Q member will initially have all of the skills needed to successfully perform as a TQM functional facilitator. Members who best meet the identified criteria will be selected. Skills deficiencies will be addressed through supplemental training.

Functional TQM Facillitator Qualifications:

1. The facilitator candidate should have a minimum of two years experience at the journeyman level.

2. The candidate should have been a DLA employee for at least 24 months and have worked at HQ DLA-Q for at least 12 months.

3. The candidate should be knowledgeable of the functional area which they are to facilitate, and have received a satisfactory performance appraisal during the last rating period, and have credibility with their peers.

4. The candidate should be knowledgeable of the DoD TQM Master Plan, the DLA TQM Master Plan, and the DLA-Q TQM Implementation Strategy along with general knowledge of quality management principles.

5. The candidate should understand statistical process control and other statistical process identification and evaluation techniques.

6. The candidate should possess good group communication skills.

7. The candidate should be able to develop and make oral presentations.

8. The candidate should have good interpersonal skills, being able to deal with individuals one-on-one and in small groups.

9. The candidate should be able to write clear and concise documents.

10. The candidate should have the skills to independently manage a project from start thru completion.

APPENDIX K


DLA-Q's IN-HOUSE TRAINING INITIATIVES

## APPENDIX K

### DLA-Q's IN-HOUSE TRAINING INITIATIVES

#### CROSS FUNCTIONAL TRAINING.

DLA-Q has initiated a 'cross functional training program,' and intends to expand this effort. The basics of the program are that the Quality team members attend and participate in a mission/function orientation briefing presented by the other principal staff elements at HQ DLA. The purpose being to develop an awareness of the responsibilities and sometimes unique mission requirements of the other functional and staff elements at HQ DLA. DLA-Q training facilitator will be developing a complete scheduled for our 'cross functional orientation program.'

Additionally, when various PLFAs visit HQ to present special initiative briefings or 'state of the union' addresses, we will be contacting them to arrange for a presentation of their mission/function orientation briefings for the Quality team members. This effort is designed to afford the DLA-Q staff, who may normally be involved in one cell of the QA mission (i.e., Center, Depot, DCAS Region), the opportunity to receive an education on what the 'other' members of our Agency do, and how they contribute to the Agency's overall mission.

From time-to-time, the DLA Command Support Office, DCOSO, accepts visitors or guests at certain of their Command Briefs. This is a valuable opportunity for the team members to acquire an education on the entire Agency's various missions and responsibilities. Our training coordinator will be building a roster of team members who will attend these Command Briefings.

#### INTRA-FUNCTIONAL TRAINING.

Thus far, our awareness training has focused on learning what 'other' organizations do for DLA; however, a critical component of awareness is knowing and understanding what everyone else on the Quality team does, or is doing. In this regard, DLA-Q is establishing an 'Intra-Functional Orientation' program.

Our training facilitator, in cooperation with the other DLA-Q facilitators, will be developing a schedule and a program for each of the Divisions and their team members to educate the other Quality team members on their missions, requirements, special projects, and accomplishments. This understanding is designed not only to promote an awareness within DLA-Q, but to provide a common base of undertaking to eliminate duplication of effort, share knowledge and experiences, and enable the Quality team to build integrated Quality programs and function as a complete team.

An off-shoot of this effort will be an enhanced DLA-Q mission orientation briefing which will be beneficial for new team member orientation and visitors.

Another fertile area for our 'intra-functional' training effort is the Quality Assurance Management Reviews conducted by HQ DLA-Q at the Supply Centers, Defense Depots, and DCAS Regions. The DLA-Q facilitators for these three cells will be developing a schedule for members from other cells to participate in the QAMR process. Team members who normally 'work' Centers will participate in Depot and Region reviews, and vice-versa.

APPENDIX P

DLA-Q PROCESSES

*DLA-Q PROCESSES*

All of the DLA-Q Divisions have taken an internal survey to develop an
initial listing of the various processes present throughout the
organization.  Following is this initial listing which will be used
for/with the DLA-Q process improvement model found in Section II.F of
this document (p___).

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## LEGEND

E   =   DLA-QE, Quality Engineering and Computer Software Management
        Division

L   =   DLA-QL, Logistics Management Division

M   =   DQMSO, Quality Assurance Management Support Office

P   =   DLA-QP, Product Quality Management Division

R   =   DLA-QR, Programs and Systems Management Division

T   =   DLA-QT, Total Quality Management Division

V   =   DLA-QV, DLA Staff Veterinarian

X   =   DLA-QX, Executive Officer

---

| PROCESS NAME | PROCESS OWNERS |
|---|---|
| **COMMUNICATIONS:** | |
| Mail | E,L,M,P,R,T,V & X |
| Telephone | E,L,M,P,R,T,V & X |
| Meetings | E,L,M,P,R,T,V & X |
| **CORRESPONDENCE:** | |
| Letters, IOMs | E,L,M,P,R,T,V & X |
| Highlights | E,L,M,P,R,T,V & X |
| Congressionals | E,L,M,P,R,T,V & X |
| IG Reports | E,L,M,P,R,T,V & X |
| Trip Reports | E,L,M,P,R,T,V & X |
| **ADMINISTRATIVE:** | |
| Typing/Word Processing | E,L,M,P,R,T,V & X |
| Travel Orders | E,L,M,P,R,T,V & X |
| Training Forms | E,L,M,P,R,T,V & X |
| Supplies | E,L,M,P,R,T,V & X |
| Suspense Control | E,L,M,P,R,T,V & X |
| Property Management | X |
| Forms and Publications Control | X |
| Travel Budget | X |
| **TRAINING:** | |
| Internal Training Plans | E,L,M,P,R,T,V & X |
| Internal Training Coordination | X |
| Development and Maintenance of External Training Plans, Courses, and Programs | E,L,M,P & R |
| Validation of External Training Courses | E,L,M,P & R |
| Develop White Collar SPC Training | L |
| **TECHNICAL ASSISTANCE:** | |
| Written | E,L,M,P & R |
| Verbal | E,L,M,P & R |
| On-Site | E,L,M,P & R |
| MIP/Suggestion Evaluations | E,L,M,P,R,T,V & X |
| Strategic Planning | E,L,M,P,R,T,V & X |
| BEP/Mobilization | E,L,M,P,R,T,V & X |
| Development, Review, and Maintenance of Manuals and Regulations | E,L,M,P & R |
| DCAS Region, DCASMA, DCASPRO, Center and Depot Reviews | L,M & R |

| PROCESS NAME | PROCESS OWNERS |
|---|---|
| Metrology/Calibration | E & L |
| Category I PQDRs | E & L |
| GIDEP Alerts | E & L |
| Certification of Special Processes | E |
| Parts Standardization/Parts Control | E |
| Tracking Status of Fasteners | E |
| In-Plant Waivers/Deviations | E |
| In-Plant MR | E |
| Software Quality Assurance | E |
| ADP for PQDRs | E |
| Internal Controls | E |
| Monthly Management Reviews | E |
| Center/Depot Budgets | L |

CENTER ACQUISITION QA:

| | |
|---|---|
| Contract QA | L |
| Preaward Support | L |
| Post Award Support | L |
| Supply Support | L |
| Product Quality Audit | L |

DEPOT QA:

| | |
|---|---|
| Depot Quality Control | L |
| Product Quality Audit | L |
| Customer Complaints | L |

| | |
|---|---|
| Develop, Maintain and Automate Depot QC Records | L |
| Develop and Maintain FAR/DFAR | L & R |
| CM/UPS | L |
| Center/Depot QA Organization/Mission Functions | L |
| Review of Acquisition Plans and Solicitations | L |
| Center Waiver/Deviation Evaluation/Reporting | L |

| PROCESS NAME | PROCESS OWNERS |
|---|---|
| Customer Depot Complaint System | L |
| Quality Evaluation Program | L |
| Depot Substandards | L |
| Depot Storage Standards | L |
| Laboratory Testing | L |
| Develop Center/Depot Technical Certification | L |
| Logistics Reassignments of Items | L |
| Review of Commercial Activity SOWs and QA Provisions | L |
| Develop Computer System Applications | L |
| Visibility of Problem Contractors | L |
| Coordination on PSE/Service Papers | L |
| Evaluation of Center/Depot QA Employee-of-the-Year Nominees | L |
| DoD Hazardous Food/Nonprescription Drug Recall Program | L |

TECHNICAL DATA:

| | |
|---|---|
| Standardization | L |
| Problem Resolution | L |
| Improvements | L |
| SME/Develop/Maintain POI for Center/Depot QA Interns | L |
| Develop and Maintain Specialized Safety (SS) Contractor Surveillance Policies and Procedures | M |
| Develop and Maintain SS Mishap Reporting Procedures | M |
| Conduct SS Audits | M |
| Manage SS Certification Program | M |
| Technical Input for SS Intern Program | M |
| Contractual Safety Standards Development and Maintenance | M |

| PROCESS NAME | PROCESS OWNERS |
|---|---|
| Develop/Analyze SS MIS | M |
| PLFA SS Policy/Procedure Implementation | M |
| Procedures for SS Performance of Specific In-Plant OSH Functions | M |
| Maintenance of QATDP | M |
| QA Packaging Program | M |
| QA Preaward Survey Program | M |
| POI for QA Interns | M |
| QA Support for IPE Rebuild Program | M |
| QA Services for Contract Property Management | M |
| QA Reliability and Maintainability Program | M |
| QA Application to M&O Contracts | M |
| M&O CQA Reviews in Conjunction with FO/SS Audits | M |
| QATDP ADS/APCAPS Interface | M |
| DD 1716 Program | M |
| Flight Operations and GFRs for Contractor Operations | M |
| Flight Operations (FO) and Safety Program | M |
| 'FO' Mishap Reporting Procedures | M |
| 'FO' Audits | M |
| Develop and Maintain Contractual 'FO' Standards | M |
| In-Plant CQA | R |
| Quality Systems Review | R |
| QA Supervisory Surveillance | R |
| QA MIS | R |
| QUEST | R |
| Automation of In-Plant QAR Records | R |
| QA Budget (P640 & P460) | R |

| PROCESS NAME | PROCESS OWNERS |
|---|---|
| QA Management Data Analysis | R |
| Reimbursables Reporting | R |
| Recoupment of Inspection Costs | R |
| DD Forms 250 | R |
| QA Letters of Instruction | R |
| QA SPDs | R |
| DoDCCP Surveillance | R |
| DCASR QA Organization/Mission Functions | R |
| Plant Cognizance Transfer Request | R |
| NATO/International QA Documents | R |
| Verification of Contractor SPC Plans/ Implementation | R |

APPENDIX T


HQ DLA-Q TQM TRAINING PLAN

APPENDIX T

*HQ DLA-Q TQM TRAINING PLAN*

This draft plan constitutes DLA-Q's projected TQM training effort
at this time. Implementation of TQM in DLA-Q will require an intense
effort in training and education at all levels of the organization.
This training will vary from the basic 'awareness' type training for
everyone, to training in advanced statistical techniques.

The projected training identified in this plan is designed to provide
each member of the Quality Team training appropriate to their level of
involvement in the organization. As stated in Section II.A. of this
document (p. ). DLA-Q intends to follow the DLA training Strategy
which was not yet apporved when this plan was developed. Therefore,
some of those training requirements listed below as being 'To Be
Acquired' or 'To Be Developed' may be satisfied by the training
sources selected by the Agency. As both DLA's training strategy and
this plan mature, appropriate modifications and enhancements will be
made.

For training purposes, the following organizational levels have
been established:

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Level A - Action Officers and Administrative personnel

Level B - Branch Chiefs, Division Chiefs, and Deputies

Level C - Facilitators

Level D - Executive Director and Deputy

---

Following is a list of the projected training courses to be scheduled,
acquired, and/or developed for the DLA-Q TQM training effort:

Q-TQM-1.  Senior Quality Management Workshop

Q-TQM-2.  Methods For Management Of Quality And Productivity

Q-TQM-3.  The Basics: Involving People To Improve Quality And
          Productivity

Q-TQM-4.  DoD Briefings On TQM Implementation

Q-TQM-5.  Basic TQM Orientation

Q-TQM-6.  TQM For The Quality Function at HQ DLA

Q-TQM-7.  Basic Problem Solving And Graphic Methods

Q-TQM-8.    Advanced Problem Solving and Graphic Methods

Q-TQM-9.    Computer Enhanced Analysis And Graphic Methods

Q-TQM-10.   Introduction To Statistical Process Control

Q-TQM-11.   Advanced Statistical Process Control

Q-TQM-12.   How To Conduct A Successful Meeting

Q-TQM-13.   Negotiating Skills

Q-TQM-14.   Effective Presentations

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Course descriptions for DLA-Q's projected TQM training curriculum:

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Q-TQM-1   Senior Management Quality Workshop (Or Equivalent)

This course provides:  An overview exposure to the theories, techniques, and  philosophies of the well known quality experts;  and an opportunity to listen to, ask questions of, and work with senior quality leaders who have successfully led quality efforts and organizational transformations in both the private and public sector.

Currently offered by the Defense Systems Management Collage

Length:  2 Days

---

Q-TQM-2   Methods  For  Management  Of  Quality  And  Productivity  (Or Equivalent)

Teaches what top management must do to improve quality and productivity. It  will  be shown  in the  simplest terms  that improvement  of quality automatically brings the benefits of decreases in cost.

Currently offered by the Continuing Engineering Education Program of the George Washington University.

Length:  4 Days

---

Q-TQM-3    The    Basics:   Involving    People    To    Improve    Quality    And
           Productivity (Or Equivalent)

This course is designed to provide upper and mid-level managers who
provide leadership, involvement. and guidance the skills and knowledge
necessary to apply the 'New Basics' to improve quality and productivity.

Currently offered by the Continuing Engineering Education Program of the
George Washington University.

Length:  3 Days

---

Q-TQM-4    Department  of  Defense Briefings  on Total  Quality Management
           Implementation

DoD  is sponsoring a  series of TQM briefings  by organizations that are
successfully implementing TQM to share their experiences with senior DoD
officials.  These  briefings are  being held  once-a-month between April
and December 1989 in the Pentagon auditorium, room 5A1070.

Length:  1 1/2 Hours Each

---

Q-TQM-5   Basic TQM Orientation (To Be Acquired/Developed)

This course is intended to familiarize everyone in the organization with
the basic theories behind modern quality improvement methods, especially
TQM.  Consists  of why there  is a need for  TQM in today's environment,
and an introduction into the basic components of the DoD/DLA TQM effort.

Length:  4 Hours (Estimate)

---

Q-TQM-6   TQM For The Quality Assurance Function At HQ DLA (To Be
          Developed)

This  course is to  be designed to  provide each member  of the 'Quality
Team'  with an  introduction into  DLA-Q's TQM  implementation strategy;
DLA-Q's TQM policy:  How TQM will affect the organization; The projected
TQM structure;  The DLA-Q process improvement model:  And,  what part in
the implementation strategy the team members are expected to play.

Length:  3 Hours (Estimate)

---

Q-TQM-7  Basic Problem Solving And Graphic Methods (To Be Acquired)

This course is intended to familiarize every member of the 'Quality Team' with the basic analytical, statistical, and graphic methods, techniques, and tools used for problem solving and initiating the continual process improvement cycle. The purpose is to establish a baseline for both a common understanding and language which will be used in the DLA-Q TQM effort.

Length:  Unknown At This Time

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Q-TQM-8  Advanced Problem Solving And Graphic Methods (To Be Acquired)

The intent of this course is to build upon the foundation established in the 'Basic Problem Solving And Graphic Methods' course to refine and perfect the skills for the facilitator staff, instructors, SPARC team leaders, and anyone else who has the needs or desires for this training.

Length:  Unknown At This Time

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Q-TQM-9  Computer Enhanced Analysis And Graphic Methods (To Be Acquired/May Be Developed In-House)

The intent of this course is to provide the members of the 'Quality Team', our facilitators, and SPARC team leaders with knowledge and skills in using a variety of available software packages and our personal computers to perform a wide range of statistical and graphic functions; i.e. Flow diagrams, Statistical Process Control charts, Pareto charts, and so forth. This course may take the shape of a curriculum composed of many individual training courses.

Length:  Unknown At This Time

---

Q-TQM-10  Introduction To Statistical Process Control (To Be Acquired)

This course is intended to familiarize every member of the 'Quality Team' with the basic principles of Statistical Process Control (SPC). Anticipated topics to be covered include: Statistical foundations for SPC; Terminology; Construction of the various types of control charts; Interpretation of statistical data and the charts; And, practical exercises. The purpose is to establish a base line for common understanding, language, and interaction within the DLA-Q function.

Length:  Unknown At This Time

---

Q-TQM-11   Advanced Statistical Process Control (To Be Acquired)

The intent of this course is to build ;pon the foundation established in
the 'Basic SPC' course to refine and perfect the skills for the
facilitator staff, instructors, SPARC team leaders, and anyoι.? else who
has the needs or desires for this training.

Length:  Unknown At This Time

---

Q-TQM 12   How To Conduct A Successful Meeting (To Be Acquired)

The intent of this course is to provide the skills necessary for
planning and conducting a well organized, meaningful meeting. The
differences between a decision, information, and a routine meeting.
How to keep the meeting on track, manage the situation under hostile
conditions, and other group interaction techniques.

Length:  Unknown At this Time

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Q-TQM-13   Negotiating Skills (To Be Acquired)

The intent of this course is to obtain and develop the strategies,
techniques, tactics, tips, and skills necessary to become an effective
negotiator for the organization in the daily work environment. How to
handle hostile people. How to provide a persuasive argument. How to
develop Win/Win situations.

Length:  Unknown At This Time

---

Q-TQM-14   Effective Presentations (To Be Acquired)

This course is designed to provide the skills necessary to organize and
give successful presentations. How to identify, organize, and present
information. Choosing the correct format for both the topic and the
audience. Providing information, decision, and persuasive presentations
and briefings.

Length:  Unknown At This Time

---

TRAINING LEVELS

| TRAINING COURSES | LEVEL A | LEVEL B | LEVEL C | LEVEL D |
|---|---|---|---|---|
| Q-TQM-1 | | O | | R |
| Q-TQM-2 | | O | O | O |
| Q-TQM-3 | | R | O | |
| Q-TQM-4 | O | O | O | O |
| Q-TQM-5 | R | R | R | R |
| Q-TQM-6 | R | R | R | R |
| Q-TQM-7 | R | R | R | |
| Q-TQM-8 | O | O | R | |
| Q-TQM-9 | R | O | R | |
| Q-TQM-10 | R | R | R | O |
| Q-TQM-11 | O | O | R | |
| Q-TQM-12 | R | O | R | |
| Q-TQM-13 | O | O | R | |
| Q-TQM-14 | O | | R | |

LEGEND:   R = REQUIRED
          O = OPTIONAL